**WORKING DRAFT**

**NATIONAL INCIDENT MANAGEMENT MANAGEMENT SYSTEM
TRAINING PROGRAM REVIEW PACKAGE**

Attached for your review is the working draft of the *National Incident Management System (NIMS) Training Program.*

The enclosed working draft represents inputs and ideas from a range of stakeholders across the whole community who have been involved in targeted engagement efforts. In order to further expand our engagement efforts, FEMA is seeking your input and ideas on this working draft. FEMA has released the *NIMS Training Program* for a 30-day National Engagement Period to collect feedback from interested parties and to ensure that the document is accurate, useful, and reflects the collective expertise of the whole community.

To ensure all feedback is properly handled, reviewers are expected to use the accompanying feedback submission form. All feedback should be submitted using the submission form to FEMA-NIMS@fema.dhs.gov by **June 21 at 5:00 p.m. EDT.**

We look forward to receiving your feedback and thank you for your contributions on this important endeavor. For further information on NIMS supplemental doctrine and tools national engagement, visit https://www.fema.gov/national-incident-management-system/national-engagement or send an email to FEMA-NIMS@fema.dhs.gov.

# National Incident Management System Training Program

*May 2019 – DRAFT*

FEMA

# Table of Contents

# 29 I.    Background

30  Each day across the nation, communities experience incidents and disasters that require an
31  effective response from local agencies working across jurisdictions and using common processes
32  and systems. FEMA's National Incident Management System (NIMS) provides principles,
33  structures, and processes that link the nation's responders together, enabling them to meet
34  challenges that are beyond the capacity of any single jurisdiction or organization.

35  NIMS's effectiveness hinges on how well incident personnel at all levels understand their roles
36  and responsibilities. Training is critical to building this common understanding and ensuring that
37  responders apply NIMS concepts across local jurisdictions, state, local, tribal, and territorial
38  partners.

39  NIMS training is one piece of a comprehensive incident management program involving a
40  continuous cycle of planning, organizing, equipping, exercising, evaluating, and taking
41  corrective actions.

42  In 2017 FEMA revised NIMS to incorporate lessons learned, best practices, and changes in
43  national policy, including updates to the National Preparedness System. [1] This *NIMS Training*
44  *Program* reflects the revised NIMS and clarifies recommended training for incident personnel.
45  This training program supersedes all prior versions of NIMS training and the *Five-Year NIMS*
46  *Training Plan*.

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[1] The National Preparedness System outlines an organized process to help the whole community achieve the
National Preparedness Goal. It comprises and explains existing policies, programs, and guidance, including the
National Planning Frameworks, Federal Interagency Operational Plans, and National Preparedness Report.

# II.   Introduction and Overview

## A. Introduction

NIMS provides stakeholders across the United States with shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. It defines systems and structures—including the Incident Command System (ICS), Emergency Operations Center (EOC), and Multiagency Coordination (MAC) Group—that guide how personnel work together during incidents.

Successful, unified efforts require qualified incident personnel who understand their respective roles in these systems. *Incident personnel* includes all individuals who have roles in incident management or support, whether on-scene, in an EOC, or through a MAC Group.

This training program outlines a path for developing and maintaining NIMS and provides guidance for organizations and jurisdictions in developing their training plans. The *NIMS Training Program* has the following objectives:

1. Describe the national approach to NIMS training;

2. Define NIMS training for all incident personnel;

3. Provide guidance to individuals and organizations wishing to pursue advanced qualifications;

4. Define components of an organizational training plan; and

5. Define roles and responsibilities at all levels to provide consistent NIMS training on a national scale.

This *NIMS Training Program* defines a national baseline to guide and promote NIMS training. It provides recommendations to assist organizations and jurisdictions in developing their own training plans, tailored to their specific needs.

## B. Audience

The audience for the *NIMS Training Program* is administrators and officers responsible for establishing organizational training requirements and training policies for incident personnel at all levels.

Homeland Security Presidential Directive-5 (HSPD-5) directs Federal agencies to adopt NIMS and encourages all other stakeholders to do the same—state, local, tribal, and territorial governments, private sector organizations, critical infrastructure owners and operators, and nongovernmental organizations (NGO) involved in incident management and support. The *NIMS Training Program* defines the minimum NIMS training referenced in the NIMS Implementation Objectives,[2] which define the NIMS implementation criteria for FEMA preparedness grants.

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[2] Find the NIMS Implementation Objectives here: https://www.fema.gov/implementation-guidance-and-reporting

## C. National Approach to NIMS Implementation

The interconnectivity of NIMS structures allows personnel in diverse geographic areas with differing roles and responsibilities and operating within various functions of ICS or EOCs to integrate their efforts through a common set of structures, terminologies, and processes. Since incident management is decentralized, collaborative efforts across state, local, tribal, territorial, Federal, nonprofit, and private sector organizations are important.

Training delivery is also decentralized, and effective training is crucial to ensure that all personnel and organizations understand their incident responsibilities and are able to collaborate and respond.

The *NIMS Implementation Objectives* reflect the concepts and principles contained within NIMS. They provide goals for all states, local, tribal governments, and territories to pursue to promote consistency nationwide. The NIMS Implementation Objectives clarify the NIMS implementation requirements in FEMA preparedness grant notices of funding opportunity (NOFO). Federal departments and agencies play an important role in effective NIMS implementation and can reference the *NIMS Implementation Objectives and Metrics for Federal Departments and Agencies.*

As recipients and subrecipients of Federal preparedness grants, jurisdictions and organizations must achieve, or be actively working to achieve, all NIMS Implementation Objectives. These objectives require jurisdictions/organizations to ensure that all incident personnel receive training pertinent to their incident responsibilities, in alignment with the *NIMS Training Program.*

## D. NIMS Training Responsibilities

Extensive coordination at all levels is necessary to provide consistent NIMS training on a national scale. As no single training or education provider can serve all needs across the nation, NIMS training exists as a component of the National Training and Education System (NTES)—a network of students, training providers, and higher education partners building a more secure and resilient nation. This *NIMS Training Program* sets forth an NTES-consistent approach to NIMS training, including specific activities.

Developing, maintaining, and sustaining a training program that prepares all incident personnel to understand their responsibilities and work together during incidents involves many players. Their key roles and responsibilities are described below.

### FEMA

FEMA is responsible for the following:

- Maintaining NIMS;

- Defining the NIMS Implementation Objectives;

- Defining minimum NIMS training for incident personnel, facilitating a coordinated national response;

- Collaborating with stakeholders to lead the development and refinement of NIMS operational tools and supporting guidance, including the *NIMS Training Program;*

118 • Issuing certificates of completion for individuals who complete FEMA-delivered courses;

119 • Verifying that recipients of FEMA preparedness grants meet the NIMS implementation
120 criteria in the NOFO; and

121 • Defining minimum qualifications criteria, including minimum training for many deployable
122 incident positions and deployable positions that are included in the National Qualification
123 System (NQS).

124 NQS promotes interoperability by establishing a common language for defining job titles and by
125 enabling jurisdictions and organizations to plan for, request, and have confidence in the
126 capabilities of personnel deployed for disasters and emergencies from other entities through
127 mutual aid agreements and compacts.

128 Additionally, for organizations that opt to participate in the NQS, FEMA maintains guidance
129 specific to NQS[3], including the following:

130 • *NIMS Guideline for the National Qualification System* (NQS) – This document describes the
131 components of a qualification and certification system, defines a process for certifying the
132 qualifications of incident personnel, describes how to establish and implement a peer review
133 process, and introduces the process of credentialing personnel.

134 • *NIMS Job Titles/Position Qualifications* (Resource Typing Documents) – These documents
135 define the minimum criteria that personnel serving in specific incident-related positions must
136 attain before deploying to an incident. These criteria describe not only required capabilities,
137 but also describe specific education, training, experience, physical/medical fitness, currency,
138 and professional and technical licenses and certifications, when appropriate.

139 • *NQS Position Task Books* (PTB) – These documents identify the competencies, behaviors,
140 and tasks that personnel should use in a performance-based approach to become qualified for
141 a defined position. PTBs pair with NIMS Job Titles/Position Qualifications to define the
142 minimum qualification criteria for NQS positions.

143 • *Emergency Operation Center (EOC) Skillset* – An EOC Skillset describes an EOC function
144 in terms of discrete responsibilities aligned with demonstrable tasks. Skillsets can either
145 reflect a function in an EOC (such as Planning) or a level of responsibility (such as
146 Leadership). Skillsets combine together to form EOC PTBs.

147 NQS directly supports FEMA's strategic plan to build a national incident workforce. It also
148 serves as a tool to help Authorities Having Jurisdiction (AHJ) meet NIMS Implementation
149 Objectives for incident workforce development. FEMA recommends that organizations develop
150 or participate in a qualification, certification, and credentialing program that aligns with NQS.

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[3] For NQS supplemental guidance and tools, visit https://www.fema.gov/national-qualification-system

## Authority Having Jurisdiction

An AHJ is an entity that can create and administer processes to qualify, certify, and credential personnel for incident-related positions. AHJs include state, tribal, territorial, and Federal government departments and agencies, training commissions, NGOs, companies, and local organizations such as police, fire, public health, and public works departments.

AHJs build on FEMA's minimum NIMS training standards and recommendations to determine training necessary for incident personnel under their purview. AHJs are responsible for:

- Specifying NIMS training requirements beyond FEMA's minimum standards;
- Establishing the standard (training and experience) for instructors;
- Certifying instructors that meet the AHJ's standards;
- Determining necessary refresher training for personnel;
- Issuing training certificates for non-FEMA courses;
- Determining equivalency of third-party training courses by validating that they meet or exceed the FEMA-approved curriculum; and
- When implementing NQS: Referring to the *NIMS Guideline for the NQS*, NQS Job Titles/Position Qualifications, and NQS PTBs.

## Other Federal Departments and Agencies

Other Federal departments and agencies are responsible for all AHJ roles plus:

- Ensuring NIMS implementation within their organization;
- Ensuring that recipients of Federal preparedness grants under their administration are implementing NIMS, as outlined in the *NIMS Implementation Objectives and Metrics for Federal Departments and Agencies*; and
- Identifying the Emergency Support Function (ESF) capabilities, roles, and tasks that enable them to fulfill their authorities/responsibilities, as appropriate.

## Implementing Organizations

State, local, tribal, territorial, Federal, and private sector stakeholders are responsible for:

- Establishing guidance for additional training;
- Developing and maintaining an organizational training plan that identifies incident personnel, and ensuring that personnel meet the minimum training standards;
- Identifying the appropriate personnel to receive NIMS training based on their level of incident responsibility, in coordination with local emergency management plans;
- Communicating NIMS training requirements to personnel;
- Maintaining training records;
- Ensuring that courses delivered meet FEMA's minimum standards;

188  • Encouraging partner organizations, including NGOs and private sector entities with roles in
189    incident management, to participate in NIMS training; and

190  • When implementing NQS: Developing a qualification and certification process consistent
191    with the *NIMS Guideline for the NQS.*

### Instructors

193  Instructors are responsible for:

194  • Maintaining appropriate qualifications; and

195  • Incorporating revised training content into courses when updates are available.

### Incident Personnel

197  Incident personnel are responsible for:

198  • Completing NIMS training according to their level of incident responsibility; and

199  • Providing training records/certificates to their organization.

## E.  Personnel Qualifications

201  NIMS uses a performance-based approach to guide responders' professional development and
202  ensure that personnel deployed through mutual aid have the knowledge, experience, training, and
203  capability to fulfill their assigned roles. Qualifying, certifying, and credentialing are essential
204  steps that help prepare personnel to perform their assigned duties in a variety of environments.

205  Common personnel qualifications provide a consistent national baseline for certifying and
206  credentialing the incident management, incident support, or emergency management personnel
207  (see Figure 1). FEMA publishes minimum training requirements for specific positions in
208  documents called Job Titles/Position Qualifications. The Resource Typing Library Tool (RTLT)[4]
209  is a master resource catalog that includes national resource typing definitions, job title/position
210  qualifications, PTB and EOC Skillsets for commonly shared and deployed resources across all
211  core capabilities and Community Lifeline sectors. The master resource catalog supports a
212  common language for the mobilization of resources prior to, during, and after major incidents.
213  Resource users at all levels can use these definitions as a consistent baseline when identifying
214  and inventorying their resources for capability estimation, planning, and for mobilization during
215  mutual aid efforts. The catalog has the functionality of a Web Services Application Programing
216  Interface (API) in order for third-party systems to receive data from the master resource catalog
217  to construct and update a jurisdiction's own resource catalogs.

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[4] To access the RTLT, visit https://www.fema.gov/resource-management-mutual-aid

| QUALIFICATION | CERTIFICATION | CREDENTIALING |
|---|---|---|
| Prerequisites Completed / Position Task Book Completed | Qualification Review and Certification/Recertification | Credentials Issued or Reissued |
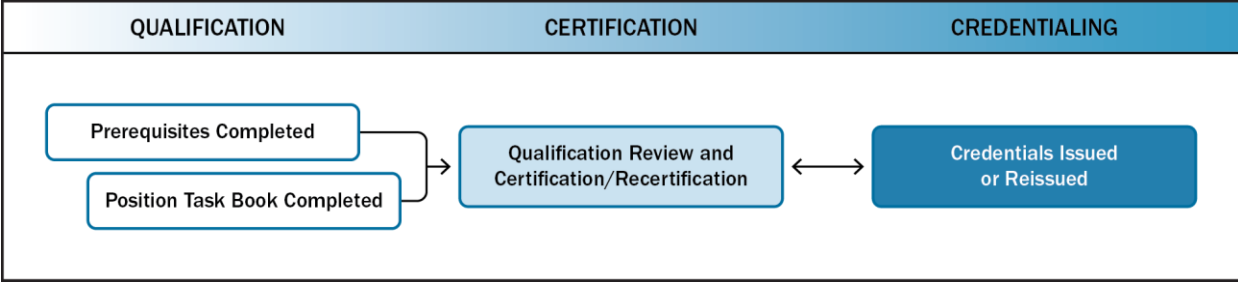
**Figure 1: Qualification, Certification, and Credentialing of Incident Personnel**

**National Qualification System**

The *NIMS Guideline for the NQS* expands on NIMS by providing specific instructions on how to build a qualification system that aligns personnel capabilities with national guidelines for minimum qualification criteria. Implementing NQS helps ensure that personnel deploying through mutual aid agreements have the knowledge, experience, training, and capability to perform the duties of their assigned roles.

NQS also explains how jurisdictions can use PTBs and EOC Skillsets, which are performance-based tools for qualification of personnel.

229 # III. NIMS Core Curriculum

230 ## A. Overview

231 NIMS training develops incident personnel capable of performing necessary functions in their
232 jurisdiction or organization as well as assisting when mutual aid is necessary. Because incident
233 personnel have diverse responsibilities and different knowledge and skill requirements, the *NIMS*
234 *Training Program* provides customized training progressions for personnel in each of the four
235 NIMS Command and Coordination systems:

236 1. Incident Command System (ICS) – tactical activities on-scene;

237 2. Emergency Operations Center (EOC) – operational and strategic coordination, resource
238 acquisition and information gathering, analysis, and sharing;

239 3. Joint Information System (JIS) – outreach and communication to the media and public

240     a. JIS-ICS[5]

241     b. JIS-EOC; and

242 4. Multiagency Coordination Group (MAC Group) – policy guidance and senior-level decision
243 making.

244 These systems guide how personnel work together during incidents. Courses for these systems
245 are organized into Focus Areas. Focus Area training progressions include baseline training for all
246 personnel, multiple levels of supervisory training based on an individual's level of incident
247 responsibility, and advanced training for individuals seeking advanced position qualifications.
248 An AHJ may determine that additional, advanced training is necessary to meet the training
249 requirements for a qualification program, such as NQS, but FEMA does not require this
250 additional training for preparedness grant eligibility. See Figure 2.

251 Each organization determines which personnel will take which courses. Organizational leaders
252 should base their determination on an individual's level of incident responsibility and the
253 organization's relevant emergency management plans. Organizations coordinate their efforts
254 with local and state emergency management agencies.

255 **Individual Level of Incident Responsibility**

256 *NIMS Training Program* training guidelines are based on an individual's level of incident responsibility
257 rather than on agency, rank, or specific discipline. This is because of variations in position responsibilities
258 across different organizations. An individual's level of incident responsibility includes both the position
259 within the incident management structure and the incident's complexity.

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[5] JIS responsibilities cut across all NIMS operational systems, so FEMA developed two JIS Focus Areas, one for individuals more likely to function on-scene, and the other for individuals more likely to work in an EOC.

261 Regardless of Focus Area, all NIMS training falls into three basic categories, which share many
262 of the same foundational courses[6]:

263 • **Entry Level NIMS Training**: These courses provide foundational knowledge to help
264 nonsupervisory incident personnel understand where they fit in the overall incident structure.
265 Many incident personnel will never advance beyond these baseline courses.

266 • **Mid-Level NIMS Training:** These courses provide additional background on external
267 incident management systems for personnel responsible for establishing the initial incident
268 command or for those preparing for a future supervisory role.

269 • **Senior Level NIMS Training:** These courses provide leaders with enhanced knowledge and
270 increased comfort in using NIMS structures and processes.

271 Personnel should complete all training in his or her respective Focus Area and level.

272 Advanced training is available for all Focus Areas, but not necessary for FEMA preparedness
273 grant eligibility. Jurisdictions may have additional requirements. See Appendix B for additional
274 information.

275

| Focus Areas | Entry Level Position | Mid-Level Position | Senior Level Position |
|---|---|---|---|
| ICS | IS-100 IS-700 | IS-800 IS-200 | G0191 E/L/G0300 E/L/G0400 |
| EOC | IS-100 IS-700 | IS-800 IS-2200 G0191 | E/L/G2300 |
| JIS-ICS | IS-100 IS-700 IS-29 or IS-702 or G0289 | IS-800 IS-200 G0290 | G0191 E/L/G0300 E/L/G0400 |
| JIS-EOC | IS-100 IS-700 IS-29 or IS-702 or G0289 | IS-800 IS-2200 G0290 | G0191 G0291 E/L/G2300 |
| MAC Group | N/A | N/A | G0402 |
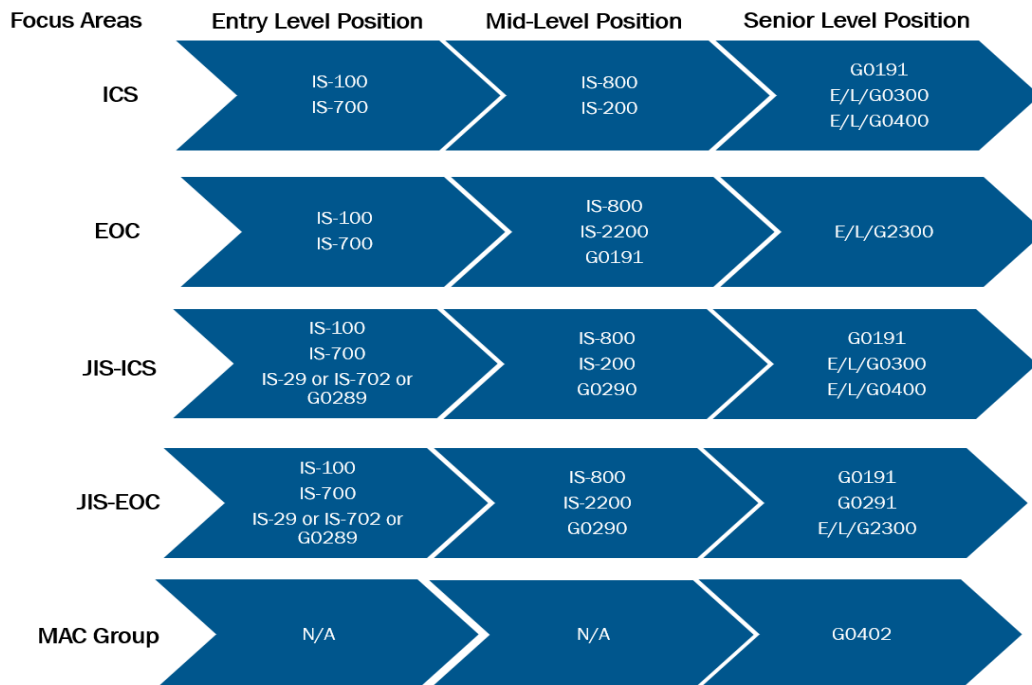
**Figure 2: Preparedness Eligibility Criteria**

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[6] Emergency Management Institute (EMI) course codes:
IS = independent study online
G = EMI-developed course delivered by local, state, tribal, and territorial instructors
E = EMI resident course delivered at EMI's campus
L = EMI resident course delivered offsite
K = EMI resident course delivered via Adobe Connect
V = EMI resident course delivered via video teleconference
NFA = National Fire Academy course

276 ## B.  ICS Training Progression

277 Personnel who will operate within ICS (field personnel) follow the ICS training progression.
278 Each agency or jurisdiction determines how far individuals need to progress based on their role
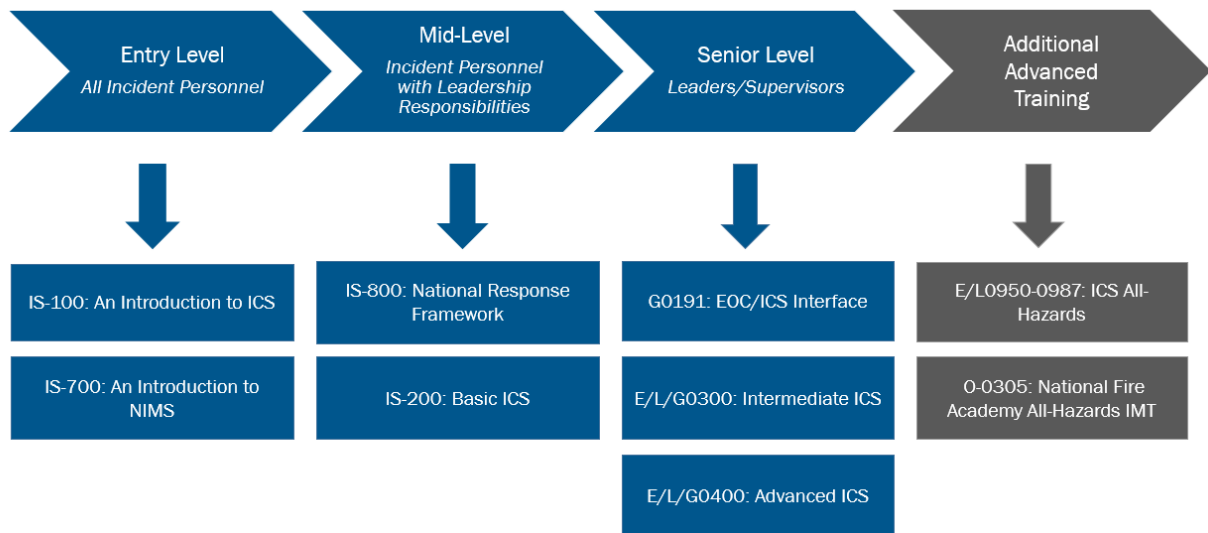279 within ICS, and the size and complexity of incidents they are preparing for. See Figure 3 for
280 details.



281

282 **Figure 3: ICS Training Progression**

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284 **Entry Level ICS Training:** All incident personnel working within an ICS should complete the
285 following courses for foundational knowledge of incident response:

286 • IS-100, Introduction to the Incident Command System, ICS 100 – This course introduces ICS
287   and provides the foundation for higher-level ICS training.

288 • IS-700, An Introduction to the National Incident Management System – This course
289   introduces NIMS concepts and principles.

290 **Mid-Level ICS Training:** Supervisory personnel working within an ICS should complete the
291 following courses for additional background in incident management systems with leadership
292 responsibilities:

293 • IS-800, National Response Framework, An Introduction – This course introduces participants
294   to the concepts and principles of the National Response Framework (NRF).

295 • IS-200, ICS for Single Resources and Initial Action Incidents – This course enables
296   personnel to operate efficiently within the ICS during an incident or event.

297 **Senior Level ICS Training:** Leaders who could be responsible in Type 3 or higher incidents
298 progress to senior-level ICS training. These courses apply higher-level concepts, methods, and
299 tools for larger, more complex incidents:

300  • G0191, Emergency Operations Center/Incident Command System Interface – This course
301     reviews ICS and EOC responsibilities and functions.

302  • E/L/G0300, Intermediate Incident Command System for Expanding Incidents (ICS-300) –
303     This course provides training and resources for personnel who require advanced ICS
304     knowledge.

305     – FEMA recommends that students take the two-day classroom version of ICS-200 prior to
306        attending ICS-300 to ensure they have the foundational knowledge necessary to be
307        successful in ICS-300.

308  • E/L/G0400, Advanced Incident Command System for Command and General Staff (ICS-
309     400) – Complex Incidents – This course provides training in managing large, complex
310     incidents or events.

311     – FEMA recommends that students not take ICS-400 immediately following ICS-300.
312        Students should take ICS-400 after a sufficient interval of time has passed, in which the
313        student has gained additional ICS experience.

314  **Advanced Training:** This training is above and beyond what is necessary for FEMA
315  preparedness grant eligibility. Students participating in these advanced courses will broaden their
316  understanding of emergency management concepts:

317  • E/L0950-0987 – See Appendix B for additional advanced training options.

318  • O-0305: NFA All-Hazards Incident Management Team – This group training course focuses
319     on the importance of developing and operating as a functional U.S. Fire Administration Type
320     3 All-Hazards Incident Management Team.

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## C. EOC Training Progression

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323 Personnel who staff an EOC follow the EOC training progression. Each agency or jurisdiction
324 determines how far individuals need to progress based on their role within the EOC and the size
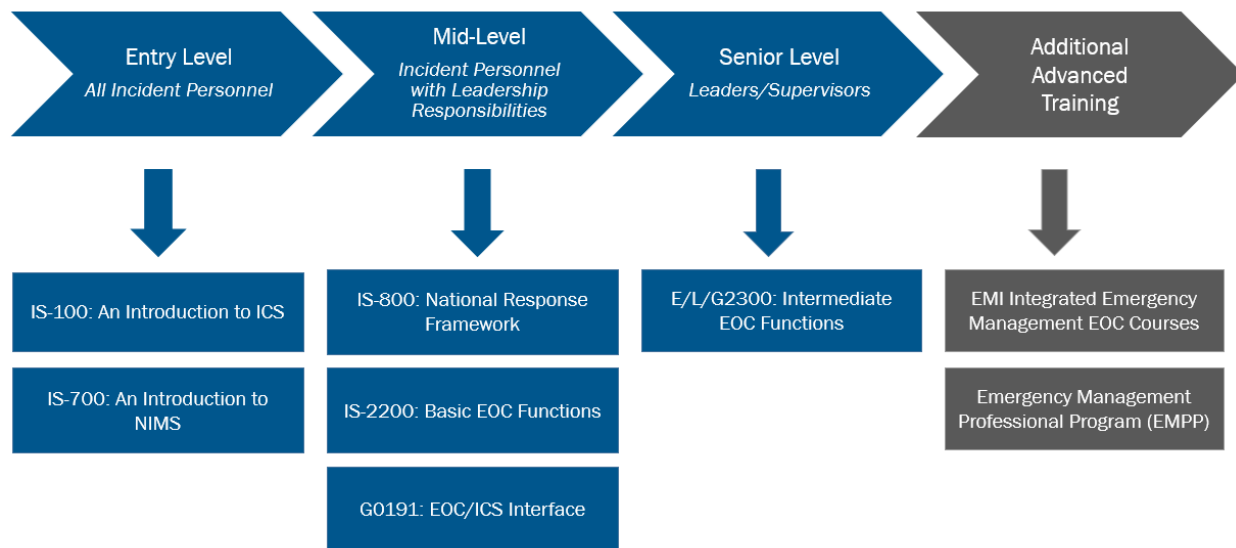325 and complexity of incidents they are preparing to support. See Figure 4 for details.

326 



327 **Figure 4: EOC Training Progression**

328 **Entry Level EOC Training:** All incident personnel working within an EOC should complete
329 the following courses for foundational knowledge of incident response:

330 • IS-100, Introduction to the Incident Command System, ICS 100 – This course introduces ICS
331 and provides the foundation for higher-level ICS training.

332 • IS-700, An Introduction to the National Incident Management System – This course
333 introduces NIMS concepts and principles.

334 **Mid-Level EOC Training:** Supervisory personnel working within an EOC should complete the
335 following courses for additional background in incident management systems with leadership
336 responsibilities:

337 • IS-800, National Response Framework, An Introduction – This course introduces participants
338 to the concepts and principles of the National Response Framework (NRF).

339 • IS-2200, Basic EOC Functions – This course prepares incident personnel working in an EOC
340 to understand the role and functions of an EOC during incident response and the transition to
341 recovery.

342 – FEMA recommends that personnel in Mid-Level EOC category complete IS-2200 instead
343 of IS-200.

344 • G0191, Emergency Operations Center/Incident Command System Interface – This course
345 reviews ICS and EOC responsibilities and functions.

346 **Senior Level EOC Training:** EOC leaders need enhanced knowledge. This course applies
347 higher-level concepts, methods, and tools for larger, more complex incidents:

348 • E/L/G2300, Intermediate EOC Functions – This course describes the role, design, and
349 function of EOCs and their relationship as components of a multiagency coordination
350 system.

351 **Advanced Training:** This training is above and beyond what is necessary for FEMA
352 preparedness grant eligibility. Students participating in these advanced courses will broaden their
353 understanding of emergency management concepts:

354 • FEMA's Emergency Management Professional Program (EMPP) – Includes three separate
355 academies: Basic, Advanced, and Executive.

356 • Emergency Management Institute (EMI) Integrated Emergency Management Course (IEMC)
357 – This is an exercise-based training series for EOC personnel.

358 • See Appendix B for additional advanced training options.

359

360 # D.  JIS Training Progression: ICS Public Information Officer

361 Joint Information System (JIS) personnel assigned to work as an ICS Public Information Officer
362 (PIO) follow the JIS-ICS PIO training progression. Each agency or jurisdiction determines how
363 far individuals need to progress based on their role within incident command, and the size and
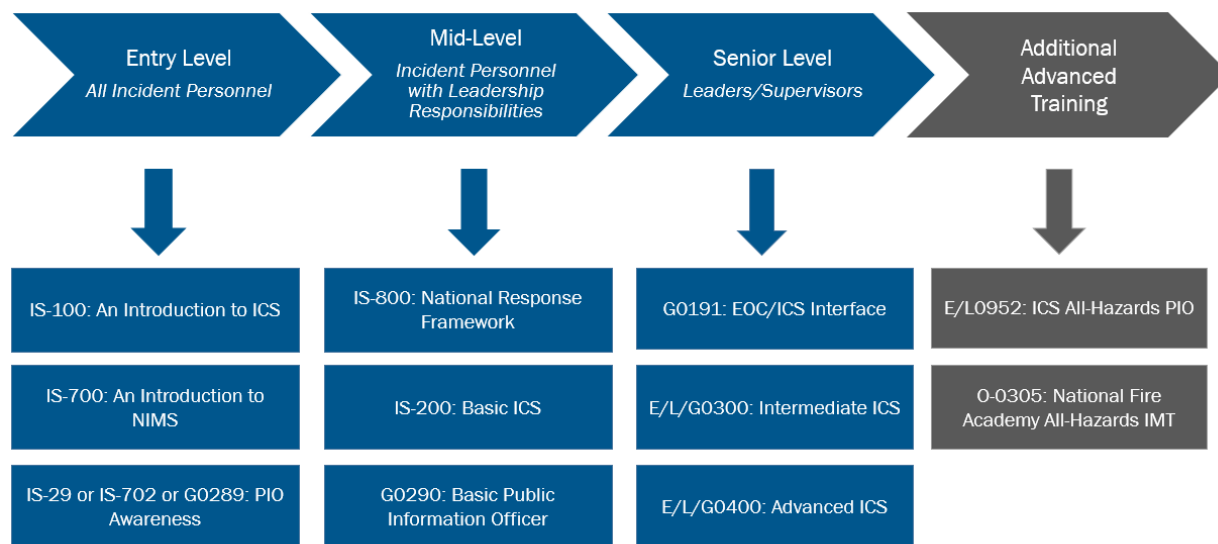364 complexity of incidents they are preparing for. See Figure 5 for details.

| Entry Level<br>*All Incident Personnel* | Mid-Level<br>*Incident Personnel with Leadership Responsibilities* | Senior Level<br>*Leaders/Supervisors* | Additional Advanced Training |
|---|---|---|---|
| IS-100: An Introduction to ICS | IS-800: National Response Framework | G0191: EOC/ICS Interface | E/L0952: ICS All-Hazards PIO |
| IS-700: An Introduction to NIMS | IS-200: Basic ICS | E/L/G0300: Intermediate ICS | O-0305: National Fire Academy All-Hazards IMT |
| IS-29 or IS-702 or G0289: PIO Awareness | G0290: Basic Public Information Officer | E/L/G0400: Advanced ICS | |

365

366 **Figure 5: ICS PIO Training Progression**

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368 **Entry Level JIS-ICS PIO Training:** These courses provide baseline training for all incident JIS
369 personnel. Many JIS personnel will not progress beyond these courses. For those who do, these
370 courses provide the foundation upon which higher-level training builds:

371 • IS-100, Introduction to the Incident Command System, ICS 100 – This course introduces ICS
372   and provides the foundation for higher-level ICS training.

373 • IS-700, An Introduction to the National Incident Management System – This course
374   introduces NIMS concepts and principles.

375 • IS-29/G0289, Public Information Officer Awareness or IS-702, NIMS Public Information
376   Systems – These courses provide introductory information for JIS personnel. Students take
377   one of these courses based on direction from their agency or jurisdiction.

378 **Mid-Level JIS-ICS PIO Training:** These courses provide basic training for JIS personnel with
379 leadership responsibilities—not only individuals serving in designated leadership positions, but
380 also personnel preparing for a future supervisory role:

381 • IS-800, National Response Framework, An Introduction – This course introduces participants
382   to the concepts and principles of the National Response Framework (NRF).

383  • IS-200, ICS for Single Resources and Initial Action Incidents – This course enables
384    personnel to operate efficiently within the ICS during an incident or event.

385  • G0290, Public Information Officer - Basic – This course prepares participants to function as
386    a PIO.

387  **Senior Level JIS-ICS PIO Training:** These courses are for JIS leaders and supervisors, apply
388  higher-level concepts, methods, and tools for larger, more complex incidents:

389  • G0191, Emergency Operations Center/Incident Command System Interface – This course
390    reviews ICS and EOC responsibilities and functions.

391  • E/L/G0300, Intermediate ICS for Expanding Incidents (ICS-300)– This course provides
392    training and resources for personnel who require advanced knowledge of ICS.

393    – FEMA recommends that students take the two-day classroom version of ICS-200 prior to
394      attending ICS-300 to ensure they have the foundational knowledge necessary to be
395      successful in ICS-300.

396  • E/L/G0400, Advanced Incident Command System for Command and General Staff -
397    Complex Incidents (ICS-400) – This course provides training in managing large, complex
398    incidents or events.

399    – FEMA recommends that students not take ICS-400 immediately following ICS-300.
400      Students should take ICS-400 after a sufficient interval of time has passed, in which the
401      student has gained additional ICS experience.

402  **Advanced Training:** This training is above and beyond what is necessary for FEMA
403  preparedness grant eligibility. Students participating in these advanced courses will gain
404  exposure and understanding of broader emergency management concepts:

405  • E/L0952, NIMS ICS All-Hazards Public Information Officer – This course focuses on
406    developing a strong set of core PIO skills.

407  • O-0305: National Fire Academy (NFA) All-Hazards Incident Management Team – This
408    course focuses on the importance of developing and operating as a functional U.S. Fire
409    Administration Type 3 All-Hazards Incident Management Team.

410  • See Appendix B for additional advanced training options for ISC PIO leaders and
411    supervisors.

412

413 E. JIS Training Progression: EOC Public Affairs Personnel

414 Individuals assigned to work as public affairs personnel[7] for an EOC, a MAC Group, or a JIS/JIC
415 follow the JIS-EOC training progression. Each agency or jurisdiction determines how far
416 individuals need to progress based on their role and the size and complexity of incidents they are
417 preparing for. See Figure 6 for details.



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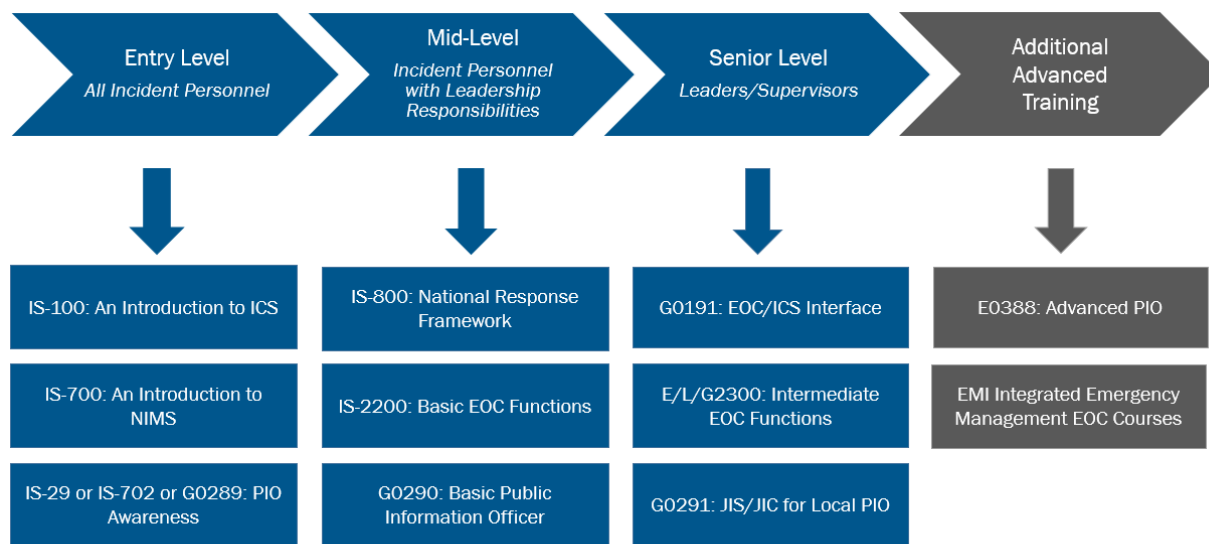419 **Figure 6: EOC PIO Training Progression**
420

421 **Entry Level JIS-EOC Public Affairs Training:** These courses provide baseline training for all
422 incident JIS personnel. Many JIS personnel will not progress beyond these courses. For those
423 who do, these courses provide the foundation upon which higher-level training builds:

424 • IS-100, Introduction to the Incident Command System, ICS 100 – This course introduces ICS
425 and provides the foundation for higher-level ICS training.

426 • IS-700, An Introduction to the National Incident Management System – This course
427 introduces NIMS concepts and principles.

428 • IS-29/G0289, Public Information Officer Awareness or IS-702, NIMS Public Information
429 Systems – These courses provide introductory information for JIS personnel. Students take
430 one of these courses based on direction from their agency or jurisdiction.

431 **Mid-Level JIS-EOC Public Affairs Training:** These courses provide basic training for PIO
432 personnel with leadership responsibilities—not only individuals serving in designated leadership
433 positions, but also personnel preparing for a future supervisory role:

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[7] Public affairs positions in the EOC have a variety of titles, including PIO, External Affairs, Public Affairs, and
ESF-15. The *NIMS Training Program* uses "EOC public affairs personnel" to cover all titles for public affairs staff
who work primarily in an EOC, JIC, or MAC Group, rather than on-scene.

- IS-800, National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the National Response Framework (NRF).

- IS-2200, Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.

- G0290, Public Information Officer - Basic – This course prepares participants to function as a PIO.

**Senior Level JIS-EOC Public Affairs Training:** These courses, which are classified as intermediate-level training for JIS leaders and supervisors, apply higher-level concepts, methods, and tools for larger, more complex incidents:

- G0191, Emergency Operations Center/Incident Command System Interface – This course reviews ICS and EOC responsibilities and functions.

- E/L/G2300, Intermediate EOC Functions – This course describes the role, design, and function of EOCs and their relationship as components of a multiagency coordination system.

- G0291, Joint Information System/Joint Information Center Planning for Tribal, State, and Local PIOs – This course equips the PIO with information and skills necessary to establish and operate a JIS/JIC.

**Advanced Training:** This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will broaden their understanding of emergency management concepts:

- E0388, Advanced Public Information Officer – This course focuses on PIO responsibilities in large-scale emergency situations, specifically escalating incidents, and includes incident action planning related to the JIC.

- EMI Integrated Emergency Management Course (IEMC) – This is an exercise-based training series for EOC personnel.

- See Appendix B for additional advanced training options.

461 ## F.  MAC Group Training Progression

462 Multiagency Coordination Group (MAC Group), sometimes called policy groups, typically
463 consist of agency administrators or executives from organizations or their designees.

464 Executives and senior officials, whether elected or appointed, must have a clear understanding of
465 their roles and responsibilities for successful emergency management and incident response. To
466 that end, it is vital that they receive NIMS training. However, because they have many
467 responsibilities and limited time, their training recommendations are condensed to focus on their
468 strategic-level responsibilities.

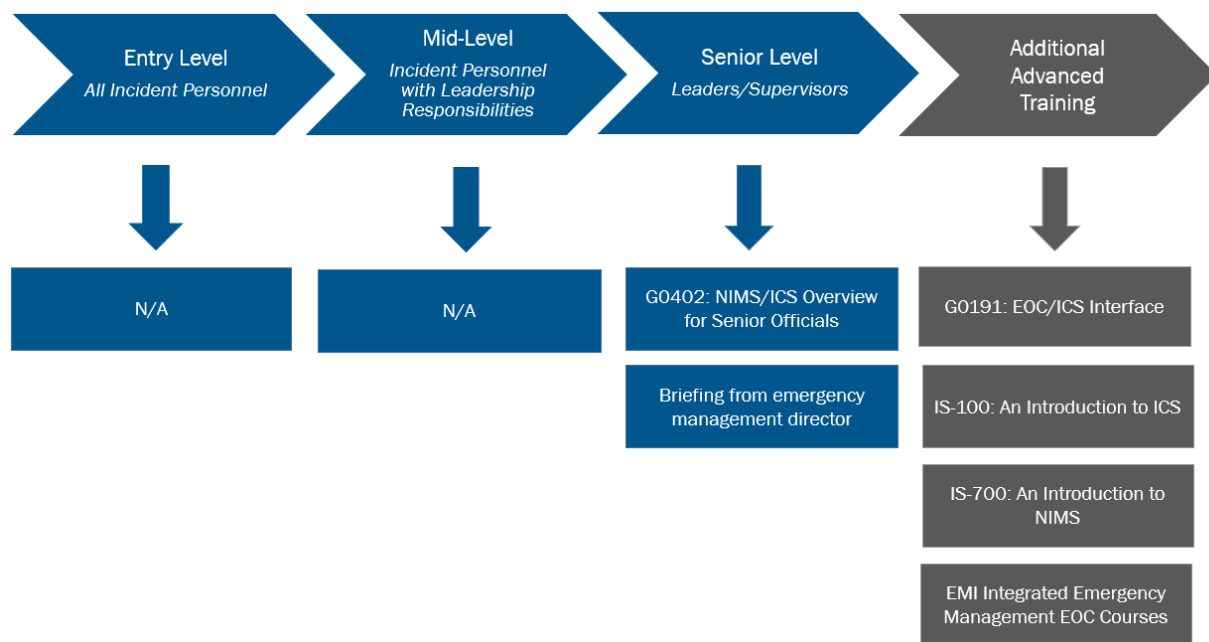469 Figure 7 details the training progression for individuals in a MAC Group.

470

471 **Figure 7: MAC Group Training Progression**

472

473 MAC Group personnel are by definition senior-level. There is no entry level or mid level for this
474 group.

475 **Senior Level MAC Group Training:** One course provides baseline training for senior officials.
476 In addition, MAC Group personnel need a briefing from the emergency management director:

477 • G0402/ICS-402, NIMS/ICS Overview for Senior Officials – This course provides an
478    orientation to NIMS and ICS for senior officials.

479 • Briefing from the emergency management director – MAC Group members should meet with
480    their emergency management director to understand the jurisdiction's threats and hazards, as
481    well as their role in emergency response.

482 **Advanced Training:** This training is above and beyond what is necessary for FEMA
483 preparedness grant eligibility. Students participating in these advanced courses will broaden their
484 understanding of emergency management concepts:

485 • G0191, Emergency Operations Center/Incident Command System Interface – This course
486   reviews ICS and EOC responsibilities and functions.

487 • IS-100, Introduction to the Incident Command System, ICS 100 – This course introduces ICS
488   and provides the foundation for higher-level ICS training.

489 • IS-700, An Introduction to the National Incident Management System – This course
490   introduces NIMS concepts and principles.

491 • EMI Integrated Emergency Management Course (IEMC) – This is an exercise-based training
492   series for EOC personnel.

493 • See Appendix B for additional advanced training options.

# IV. Organizational Training Program Development

494
495

## A. Developing an Organizational Training Plan

497 An organizational training plan identifies training requirements to support the development and
498 maintenance of capabilities for all the organization's personnel. Within FEMA, this plan is a
499 roadmap for building the capabilities necessary to meet the community's identified risks.
500 Organizations are responsible for ensuring that their training plan incorporates NIMS training for
501 all incident personnel. Organizational leaders should also note the following:

502 • Their personnel might fall under multiple training programs, at local, state, and
503 organizational levels.

504 • They should contact their AHJ for additional training requirements.

505 • If they follow the Homeland Security Exercise and Evaluation Program (HSEEP) approach,
506 they could combine the development of their organizational training plan with their HSEEP
507 planning and produce an integrated multiyear Training and Exercise Plan (TEP).

## B. Training Recommendations

509 FEMA sets forth baseline training recommendations in the *NIMS Training Program* and NQS
510 Job Title/Position Qualifications. When developing their training plan, organizations should also
511 consider additional requirements, including:

512 • Discipline-specific licensure, certification, and accreditation requirements;

513 • Compliance with grant funding;

514 • Occupational Safety and Health Administration (OSHA) regulations;

515 • Other state, local, tribal, territorial, or Federal, regulations, standards, and guidance; and

516 • Consensus codes and standards from professional associations such as the National Fire
517 Protection Association (NFPA).

## C. Defining Organizational Training Priorities

519 A training plan should reflect the organization's leadership priorities, threats, hazards, and
520 equipment, including Personal Protective Equipment (PPE). Other factors that influence
521 organizational training priorities include organizational structure and legal, cultural, budgetary,
522 political, and geographic factors.

# D. Organizational Training Plan Design Considerations

It is important that organizations design their training plan around both NIMS training recommendations and specific organizational requirements. An organizational training plan defines the capabilities that the organization will develop and maintain. The plan should identify specific positions and personnel necessary for providing these defined capabilities.

Some incident positions have defined training needs. Tools like NQS Job Title/Position Qualifications are potential resources for determining recommended training.

Organizational training plans should detail training requirements, how individuals will obtain training, and how the organization will track completions. The tracking process will also help the organization assess risk associated with untrained incident personnel.

The training plan should define how personnel will maintain their skills to stay current with core concepts and emerging practices in the field. This may include periodic retraining or continuing training and education.

The training plan should follow a multiyear approach. Resource constraints will likely make it difficult to achieve all capability targets simultaneously. An effective organizational training plan would support and complement the organization's multiyear TEP. As outlined in HSEEP doctrine, exercises provide opportunities to assess and validate these capabilities and identify areas that need improvement.

The training plan should coordinate with plans from all stakeholder organizations associated with incident personnel.

The organization's training plan should focus on defining training priorities, necessary capabilities, and position training recommendations. Subordinate organizations (such as a department within a local government or an office within an agency) can then carry out tasks such as identifying individual training needs, prioritizing training activities, and scheduling personnel for courses. Jurisdictions employing this approach should still develop a centralized method for managing their NIMS training plan, including monitoring supporting activities and outcomes.

## Not All Training Requires Formal Classroom Instruction

Formal education/training is not always the best way to obtain and maintain competencies and behaviors. On the job training and hands-on practical experience can enhance, and sometimes replace, formal classroom instruction. Organizations should consider not only what training is necessary, but also what method will best meet the training need.

## Components of a Training Plan

An organization's training plan may contain a variety of components. Regardless of the model it follows, a training plan should inform the end user and stakeholders of:

- Audience for the training program;

- Training requirements by incident position;

560   •   Any statutes or policies that drive training requirements;

561   •   Training priorities and how the organization sets or maintains them;

562   •   How the organization tracks training completion;

563   •   How the organization tracks personnel position assignments; and

564   •   Timelines for refresher trainings and how new employees receive training.

565

566   Additional topics that organizations could add to their training plans include:

567   •   Primary threats and hazards for the community;

568   •   Necessary capabilities;

569   •   Identified capability gaps[8];

570   •   Organizational training priorities;

571   •   Timeline for the plan and cycle to revise the plan;

572   •   Course schedules and training providers;

573   •   Methods and requirements for requesting, scheduling, and hosting training;

574   •   Resource requirements, including people, money, and time;

575   •   Constraints that impact the plan;

576   •   Linkage of the organization's training plan to the multiyear TEP; and

577   •   Method of assessing the training plan's execution and achievements[9] (for example, after-
578       action reports or lessons learned from exercises and incident response).

579   Organizations can obtain additional assistance on developing a training plan from their local or
580   state emergency management agency or through FEMA's regional offices.[10]

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[8] A gap is a required capability that the jurisdiction does not have. Organizations can address gaps through internal development (providing training for incident personnel), or by coordinating for external sourcing. Capability gaps are a likely jurisdictional training priority.

[9] A continuous improvement program designed to show training strengths and weaknesses can help jurisdictions and organizations prioritize training gaps, improve the quality of training delivery, and provide feedback to FEMA for NIMS training improvements.

[10] The Center for Domestic Preparedness (CDP) maintains a list of state, territory, and tribal training coordinators at https://cdp.dhs.gov/contact/saa. To see FEMA's Regional NIMS Coordinators, visit https://www.fema.gov/fema-regional-nims-contacts

## E.  Instructor Qualifications

### General ICS Instructor Guidelines

FEMA is responsible for maintaining national guidelines for incident management training at all jurisdictional levels, including guidelines for ICS instructors.

FEMA recommends that all ICS core instructors complete E/L0449, Incident Command System Curricula Train-the-Trainer (TTT) or a similar course in preparation to deliver the curriculum. EMI requires that all ICS all-hazards position-specific instructors complete the TTT for the course they are slated to teach.

For additional course information, see the National Preparedness Course Catalog.[11]

### Instructor Training[12]

AHJs have final say in determining their instructors' qualifications and certifications. FEMA recommends that instructors hold certification from a recognized program of instruction or hold a recognized qualification in techniques of instruction and adult education methodologies. Some instructor qualifications and courses include:

- NFA educational methodology course;

- National Wildfire Coordinating Group (NWCG) Facilitative Instructor Course (M-410);

- Center for Domestic Preparedness (CDP) Instructor Training Course;

- State-certified Level II (or higher) fire, rescue, or EMS instructor course (for example, NFPA 1041 Level II);

- FEMA EMI E/L0141, Instructional Presentation and Evaluation Skills or the state-delivered G265, Basic Instructional Skills Course;

- U.S. Army Small Group Instructor Training Course (SGITC);

- Army Basic Instructor Course (ABIC), formerly called the Total Army Instructor Training Course (TAITC);

- State teaching certificate; and

- Advanced degree in education, educational psychology, technical education, or a related program.

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[11] National Preparedness Course Catalog: https://training.fema.gov/

[12] NIMS ICS Instructor Qualifications, to include general instructor training, instructor levels, operational and training experience, and course specific qualifications are found here:  https://training.fema.gov/nims/docs/nims ics instructor qualifications.pdf. Instructor requirements for FEMA Contracted Instructors are found here: https://training.fema.gov/instructors/csr.aspx

608

**Operational and Training Experience**

Instructors should be experienced incident managers with expertise in the subject matter they teach. AHJs set organizational requirements for incident experience. For example, an AHJ could require that all instructors have experience within the past five years in real-world incidents or in exercises lasting at least one operational period that involved an Incident Action Plan (IAP).

## F.  NIMS Training Course Equivalency

FEMA's NIMS course curriculum provides a baseline standard to ensure consistency in training. Many of these FEMA-delivered courses have prerequisites, which are outlined in the National Preparedness Course Catalog.[13]

AHJs hosting non-FEMA NIMS courses are responsible for issuing course completion certificates. FEMA does not evaluate training from other sources to determine equivalency or similarity to standard NIMS training. AHJs should determine whether these trainings meet NIMS curriculum standards; an AHJ may accept or reject a course as equivalent to a FEMA course. Factors an AHJ should consider in determining whether a course or training event meets a training requirement include:

- Do the training requirements align with the appropriate PTB?

- Do the course objectives match?

- Is the time allocated on objectives similar to that of the FEMA course?

- Are the instructor qualifications similar to what is outlined in the *NIMS Training Program*?

- Is there a valid post-course assessment to determine whether desired student outcomes were achieved?

FEMA encourages stakeholders to share training resources for NIMS implementation across the community.

Training developers providing courses to meet NIMS training recommendations should ensure that curriculum and delivery meet or exceed the NIMS curriculum's baseline standard.

## G.  Refresher Training Recommendations

Refresher training is important since skills, abilities, and knowledge lapse when individuals do not apply them directly and frequently. FEMA recommends that incident personnel refresh NIMS training every three years. However, because resources may be limited, the refresher training schedule is up to the organization.

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[13] National Preparedness Course Catalog: https://www.firstrespondertraining.gov/frt/npccatalog

# Appendix A.  Resources

## Doctrine and Guidance

- **National Incident Management System (NIMS):** NIMS defines the national terminology for qualifying, certifying, and credentialing incident personnel. It also defines the operational systems that guide the *NIMS Training Program* Focus Areas. At the NIMS webpage, users can find links to NIMS documents and information on training, implementation, updates, and the FEMA Regional NIMS Coordinators. https://www.fema.gov/national-incident-management-system

- **NIMS Guideline for the National Qualification System (NQS):** This guide describes the components of a qualification and certification system, defines a process for certifying the qualifications of incident personnel, describes how to establish and implement a peer review process, and introduces the process of credentialing personnel. https://www.fema.gov/national-qualification-system

- **Homeland Security Exercise and Evaluation Program (HSEEP):** This program provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design, development, conduct, evaluation, and improvement planning. https://www.fema.gov/hseep

- **ICS Resource Center**: EMI's ICS Resource Center provides information and links to an extensive array of ICS training materials, job aids, position checklists, and forms. https://training.fema.gov/emiweb/is/icsresource/index.htm

## Training Consortium Resources

FEMA supports many national-level NIMS training providers, including the following:

- **Emergency Management Institute (EMI):** EMI supports the Department of Homeland Security and FEMA's goals by improving the competencies of U.S. emergency management officials at all levels of government in preparing for, protecting against, responding to, recovering from, and mitigating the potential effects of all types of disasters and emergencies. https://training.fema.gov/emi.aspx

- **Center for Domestic Preparedness (CDP):** The CDP develops and delivers training for emergency response providers from local, state, tribal, and territorial governments. The CDP offers more than 50 training courses at its resident campus in Anniston, Alabama. Training at the CDP campus is federally funded at no cost to state, local, tribal, territorial, and Federal emergency response professionals from multiple emergency disciplines. In addition to on-campus training, the CDP provides critical, advanced hands-on training in local jurisdictions across the country. https://cdp.dhs.gov

- **National Fire Academy (NFA):** The NFA works to enhance the ability of fire and emergency services and allied professionals to deal more effectively with fire and related

675 emergencies. The NFA delivers free training courses and programs at its campus in
676 Emmitsburg, Maryland, online, and throughout the nation.
677 https://www.usfa.fema.gov/training/nfa

678 • **National Domestic Preparedness Consortium (NDPC):** The NDPC is a Homeland
679 Security/FEMA training partner providing quality training to emergency responders
680 throughout the United States and its territories under the Homeland Security National
681 Training Program (HSNTP) cooperative agreement. https://www.ndpc.us

682 In addition to these Federal training centers, state, local, tribal, and territorial providers deliver
683 many FEMA NIMS courses under the oversight of State Training Officers. A multitude of
684 vendors also provide NIMS-related training. State Training Officers are another resource for
685 learning about upcoming training opportunities.

# Training Plan Development Resources

687 An organization's training plan development team should derive training requirements from the
688 capabilities that the AHJ determines are necessary to prepare for identified threats and hazards.
689 In addition to the *NIMS Training Program,* several tools can serve as resources:

690 • **FEMA's National Training and Education Division (NTED) Responder Training**
691 **Development Center (RTDC)**. The RTDC includes the processes, resources, and forms
692 necessary to develop a course. NTED's course development and review process includes five
693 phases: Analyze, Design, Develop, Implement, and Evaluate (ADDIE). These phases align
694 with the ADDIE instructional systems design model.
695 https://www.firstrespondertraining.gov/frt/

696 • **FEMA Training Catalog**. More than 700 courses covering many topics related to the 32
697 core capabilities are included in a searchable website.
698 https://www.firstrespondertraining.gov/frt/npcc

699 • **Homeland Security Exercise and Evaluation Program (HSEEP):** This program provides
700 a set of guiding principles for exercise programs, as well as a common approach to exercise
701 program management, design, development, conduct, evaluation, and improvement planning.
702 Guidance on developing a multiyear TEP is included. https://www.fema.gov/hseep

703 • **THIRA and SPR:** Threat and Hazard Identification and Risk Assessment (THIRA) and
704 Stakeholder Preparedness Review (SPR) are FEMA-developed methods that AHJs can use to
705 define the threats and hazards the community or organization anticipates and the capabilities
706 it must have. THIRA and SPR are interdependent processes that jurisdictions use to evaluate
707 their preparedness. See example on page 29. https://www.fema.gov/threat-and-hazard-
708 identification-and-risk-assessment

709 • **Resource Typing Library Tool (RTLT):** RTLT is an online catalog of NIMS resource
710 typing definitions and Job Titles/Position Qualifications documents. RTLT provides common
711 resource definitions classified by capability, category, kind, and type. A jurisdiction can use
712 RTLT to identify required capabilities using common, defined resources. For personnel, the
713 Job Titles/Position Qualifications can help identify potential training needs.
714 https://www.fema.gov/resource-management-mutual-aid

- **NIMS Guideline for the Credentialing of Personnel:** This guide describes the national credentialing standards and provides written guidance on how all levels of government can use those standards to facilitate multijurisdictional coordinated responses. http://www.fema.gov/pdf/emergency/nims/nims_cred_guidelines_report.pdf

- **NIMS ICS All-Hazards Position-Specific Training Program Website:** Maintained by EMI, the site provides training information for personnel responsible for managing incidents. This training enables participants to perform the responsibilities of specific ICS positions. https://training.fema.gov/allhazards/

- **National Wildfire Coordinating Group (NWCG) NIMS Wildland Fire Qualification System Guide, PMS 310-1:** This comprehensive guide describes the minimum requirements for training, experience, physical fitness, and currency standards for personnel in wildland fire positions. It also documents the system that NWCG member organizations use to qualify personnel for these positions. https://www.nwcg.gov/publications/310-1

- **National Qualification System (NQS):** Many RTLT job titles correlate to an NQS ICS PTB or EOC Skillset. These include specific baseline NIMS training for each position. https://www.fema.gov/national-qualification-system

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**Example of How an Organization Can Apply These Tools to Develop a Training Plan**

A jurisdiction conducts its THIRA and identifies a potential for an earthquake. Using SPR, the AHJ determines it has a capability gap in incident management. To address this gap, the AHJ decides to develop a Type 3 Incident Management Team (IMT) within the jurisdiction. The positions necessary for a Type 3 IMT are listed on RTLT. NQS PTBs for each position contain the baseline training required. The training required to develop the Type 3 IMT becomes part of the organizational training plan.

By using THIRA to identify risk, SPR to identify required capabilities, and common RTLT resource types and NQS PTBs, an organization can determine the baseline training required and the number of personnel to receive training.

# Appendix B. Additional Advanced Training

744 This appendix lists courses not included in the NIMS Core Curriculum that incident personnel
745 can take to pursue advanced position qualifications.

## Additional Advanced Training for ICS

747 **All-Hazards Position Specific Courses:** These 18 courses provide training in the capabilities,
748 behaviors, and tasks required to effectively perform in a specific leadership position on a Type 3
749 All-Hazards IMT. These courses are designed to support the completion of key position tasks for
750 an NQS PTB:

751  – E/L0950        NIMS ICS All-Hazards Incident Commander Course

752  – E/L0952        NIMS ICS All-Hazards Public Information Officer Course

753  – E/L0954        NIMS ICS All-Hazards Safety Officer Course

754  – E/L0956        NIMS ICS All-Hazards Liaison Officer Course

755  – E/L0958        NIMS ICS All-Hazards Operations Section Chief Course

756  – E/L0960        NIMS ICS All-Hazards Division/Group Supervisor Course

757  – E/L0962        NIMS ICS All-Hazards Planning Section Chief Course

758  – E/L0964        NIMS ICS All-Hazards Situation Unit Leader Course

759  – E/L0965        NIMS ICS All-Hazards Resource Unit Leader Course

760  – E/L0967        NIMS ICS All-Hazards Logistics Section Chief Course

761  – E/L0969        NIMS ICS All-Hazards Communications Unit Leader Course

762  – E/L0970        NIMS ICS All-Hazards Supply Unit Leader Course

763  – E/L0971        NIMS ICS All-Hazards Facilities Unit Leader Course

764  – E/L0973        NIMS ICS All-Hazards Finance/Administration Section Chief Course

765  – E/L0975        NIMS ICS All-Hazards Finance/Administration Unit Leader Course

766  – E/L0984        NIMS ICS All-Hazards Task Force/Strike Team Leader Course

767  – E/L0986        NIMS ICS All-Hazards Air Support Group Supervisor Course

768  – E/L0987        NIMS ICS All-Hazards Introduction to Air Operations Course

769 **Group Training for ICS Leaders and Supervisors:** In addition to individual training, IMT
770 training is available through the NFA. The Type 3 All-Hazards Incident Management Team
771 course (O-0305) enables IMT members to work together in an exercise-based group training.
772 This course is designed to help individual responders perform effectively as IMT team members.

## 773 Additional Advanced NIMS Training for EOC Personnel

774 **FEMA's Emergency Management Professional Program (EMPP):** The EMPP provides a
775 structured framework for acquiring the knowledge, skills, and abilities to enter and progress
776 through the emergency management field and meet the challenges of a complex, dynamic
777 environment. The EMPP curriculum is designed to provide a lifetime of learning for a career in
778 emergency management. It includes three academies: Basic, Advanced, and Executive.

779 **Group Training for EOC Leaders and Supervisors:** In addition to individual training, EOC
780 team training is available through EMI's Integrated Emergency Management Course (IEMC).
781 This exercise-based training allows EOC personnel to practice simulated crisis situations within
782 a structured learning environment. The organization selects the hazards and core capabilities it
783 wishes to simulate.

## 784 Additional Advanced NIMS Training for ICS PIOs

785 **Advanced Training for ICS PIO Leaders and Supervisors:** These PIO-specific courses deal
786 with ICS organizational structures for large, complex incidents and the position-specific
787 knowledge and skills necessary for members of Type 3 All-Hazards IMTs. These advanced
788 courses are for JIS leaders in organizations that have identified a need for additional, advanced
789 PIO training:

790 • E0388, Advanced Public Information Officer – This course focuses on PIO responsibilities in
791 large-scale emergency situations, especially escalating incidents, and includes incident action
792 planning related to the JIC.

793 • E0389, Master Public Information Officer Part 1 – This course demonstrates how to use
794 networking to influence programs, applies strategic and executive concepts to a public
795 information study case, and promotes public information training and exercises in the
796 organization by developing a specific TEP.

797 • E0390, Master Public Information Officer Part 2 – This course discusses organizational
798 analysis of a JIC functional exercise and discusses techniques for analyzing interpersonal
799 relationships within a JIC.

800 • E0394, Master Public Information Officer Part 3 – This course reviews multiple JIC
801 functional exercise reports, discusses how strategic PIO leaders coordinate actions of
802 stakeholders to achieve a common purpose, and asks students to develop, design, and
803 implement a research project.

804 • E/L0952, NIMS ICS All-Hazards Public Information Officer – This course focuses on
805 developing a strong set of core PIO skills.

806 **Group Training for ICS PIO Leaders and Supervisors:** In addition to individual training,
807 EOC team training is available through EMI's IEMC. This training provides opportunities for
808 PIOs to work with their EOC team on scenario-based activities.

## Additional Advanced NIMS Training for EOC Public Affairs Personnel

811 **Advanced Training for EOC Public Affairs Leaders and Supervisors:** One ICS course, one
812 position-specific course, and a series of public affairs-specific courses comprise the advanced-
813 level training for JIS leaders and supervisors working in the EOC. These courses cover ICS
814 organizational structures for large, complex incidents and the position-specific knowledge and
815 skills necessary for members of Type 3 All-Hazards IMTs:

816 • G0291, Joint Information System/Joint Information Center Planning for Tribal, State, and
817   Local PIOs – This course is a prerequisite for ICS PIOs that will take advanced PIO courses
818   listed below.

819 • E0389, Master Public Information Officer Part 1 – This course demonstrates how to use
820   networking to influence programs, applies strategic and executive concepts to a public
821   information study case, and promotes public information training and exercises in the
822   organization by developing a specific TEP.

823 • E0390, Master Public Information Officer Part 2 – This course discusses organizational
824   analysis of a JIC functional exercise and discusses techniques for analyzing interpersonal
825   relationships within a JIC.

826 • E0394, Master Public Information Officer Part 3 – This course reviews multiple JIC
827   functional exercise reports, discusses how strategic PIO leaders coordinate actions of
828   stakeholders to achieve a common purpose, and asks students to develop, design, and
829   implement a research project.

830 **Group Training for JIS Leaders and Supervisors:** In addition to individual training, IMT
831 training is available through the NFA. The O-0305 course provides opportunities for IMT
832 members to work together in an exercise-based group training.

## Additional Advanced NIMS Training for MAC Groups

834 **Advanced Training for Senior Officials:** Additional training is available for senior officials or
835 MAC Group/Policy Group members who wish to pursue additional training based on
836 jurisdictional risk or specific interest:

837 • IS-100, Introduction to the Incident Command System, ICS 100 – This course introduces ICS
838   and provides the foundation for higher-level ICS training.

839 • IS-700, An Introduction to the National Incident Management System – This course
840   introduces NIMS concepts and principles.

841 • IS-800, National Response Framework, An Introduction – This course introduces participants
842   to the concepts and principles of the National Response Framework (NRF).

- 843 • G0191, Emergency Operations Center/Incident Command System Interface – This course
- 844   reviews ICS and EOC responsibilities and functions.

- 845 • IS-100, An Introduction to ICS – This course introduces ICS and provides the foundation for
- 846   higher-level ICS training.

- 847 • IS-200, ICS for Single Resources and Initial Action Incidents – This course enables
- 848   personnel to operate efficiently within the ICS during an incident or event or IS-2200, Basic
- 849   EOC Functions – This course prepares incident personnel working in an EOC to understand
- 850   the role and functions of an EOC during incident response and the transition to recovery.

- 851 • G0191, Emergency Operations Center/Incident Command System Interface – This course
- 852   reviews ICS and EOC responsibilities and functions.

## 853 Tribal Curriculum

854 The EMI Tribal Curriculum is a series of courses designed in collaboration with tribal people, for
855 tribal governments, to meet the unique emergency management needs of these sovereign nations.
856 These courses consider issues including tribal culture, tradition, sovereignty, and governance.
857 These courses are in addition to the Focus Area training progressions. There are currently five
858 courses in the EMI Tribal Curriculum:

- 859 • E/L0580, Emergency Management Framework for Tribal Governments – This course
- 860   provides tribal incident responders with a basic understanding of emergency management
- 861   principles and of their role in leading their tribes in developing and implementing emergency
- 862   management systems.

- 863 • E/L0581, Emergency Operations for Tribal Governments – This course focuses on
- 864   developing standard operating procedures, testing operational readiness, and promoting the
- 865   integration of emergency operations across functional agency lines.

- 866 • E/L0582, Mitigation for Tribal Governments – This course provides information on reducing
- 867   potential losses from natural or other hazards using mitigation opportunities and techniques.

- 868 • L0583, Emergency Management Overview for Tribal Leaders – This course provides elected
- 869   and appointed tribal offices with the knowledge and skills necessary to prepare their
- 870   communities to respond to and recover from incidents.

- 871 • L0552, Continuity of Operations (COOP) for Tribal Governments – This course covers the
- 872   development and implementation of a COOP program. Topics include the legal basis for
- 873   continuity, continuity planning, determining essential functions, vital records management,
- 874   and pandemic influenza implications for continuity operations.

875 Visit https://training.fema.gov/tribal/ for additional information.

# Appendix C.  Summary of Training Recommendations

The matrices below outline recommended levels of training for incident personnel by Focus Area. Each AHJ determines required courses based on its needs.

## ICS Focus Area

ICS personnel may also take EOC courses based on jurisdictional plans, risk, or specific interest.

| Courses → <br> Incident Positions ↓ | IS-100 | IS-700 | IS-800 | IS-200 | G 0191 | G 0300 | G 0400 | Position-Specific PTB Training |
|---|---|---|---|---|---|---|---|---|
| All incident personnel supporting ICS (Entry Level) | X | X | | | | | | |
| Incident personnel with leadership responsibilities in an incident command (Mid-Level) | X | X | X | X | | | | |
| ICS leaders/supervisors preparing for Type 5 or Type 4 incidents (Mid-Level) | X | X | X | X | | | | |
| ICS leaders/supervisors preparing for Type 3 incidents (senior level) | X | X | X | X | X | X | | |
| ICS leaders/supervisors preparing for Type 2 or Type 1 incidents (senior level) | X | X | X | X | X | X | X | |
| IMT unit, strike team, resource team, or task force leaders preparing for Type 3 or higher incidents | X | X | X | X | X | X | | X |
| IMT command, section, branch, division, or group leaders preparing for Type 3 or higher incidents | X | X | X | X | X | X | X | X |

## EOC Focus Area

EOC personnel may also take ICS courses based on jurisdictional risk or specific interest.

| Courses → / Incident Positions ↓ | IS-100 | IS-700 | IS-800 | IS-2200 | G 0191 | G 2300 | Emergency Management Professional Program (EMPP): Advanced and Executive |
|---|---|---|---|---|---|---|---|
| All incident personnel supporting EOCs (entry level) | X | X | | | | | |
| Incident personnel with leadership responsibilities in an EOC (Mid-Level) | X | X | X | X | X | | |
| Designated EOC leaders/supervisors (senior level) | X | X | X | X | X | X | |
| Jurisdictional emergency managers, EOC directors, senior EOC staff | X | X | X | X | X | X | X |

## JIS Focus Area for ICS

Advanced and master PIO courses are available for ICS PIOs and other JIS leaders seeking additional, advanced PIO training.

| Courses → / Incident Positions ↓ | IS-100 | IS-700 | IS-29, G0289, or IS-702 | IS-800 | IS-200 | G 0290 | G 0191 | G 0300 | G 0400 | Position-Specific PTB Training, E/L0952 |
|---|---|---|---|---|---|---|---|---|---|---|
| All incident personnel supporting JIS/JIC/public information (entry level) | X | X | X | | | | | | | |
| ICS PIOs and JIS/JIC leaders preparing for Type 5 or Type 4 incidents (Mid-Level) | X | X | X | X | X | X | | | | |
| ICS PIOs and JIS/JIC leaders preparing for Type 3 or higher incidents (Senior Level) | X | X | X | X | X | X | X | X | X | |
| IMT PIOs preparing for Type 3 or higher incidents | X | X | X | X | X | X | X | X | X | X |

## 886 JIS Focus Area for EOC

887 Advanced and master JIS courses are available for JIS leaders seeking additional, advanced PIO training.

| Courses → <br><br> Incident Positions ↓ | IS-100 | IS-700 | IS-29 or G0289 | IS-800 | IS-2200 | G0290 | G0191 | G2300 | G0291 | Advanced and Master PIO Training Courses |
|---|---|---|---|---|---|---|---|---|---|---|
| All incident personnel supporting JIS/JIC/public information (entry level) | X | X | X | | | | | | | |
| EOC PIO and JIS/JIC leaders preparing for Type 5 or Type 4 incidents (Mid-Level) | X | X | X | X | X | X | | | | |
| EOC PIO and JIS/JIC leaders preparing for Type 3 or higher incidents (Senior Level) | X | X | X | X | X | X | X | X | X | |
| EOC public affairs personnel and other JIS leaders in jurisdictions needing additional, advanced PIO training | X | X | X | X | X | X | X | X | X | X |

## 888 MAC Group Focus Area

889 Advanced and courses are available for MAC Group leaders seeking additional, advanced training.

| Courses → <br><br> Incident Positions ↓ | G0402 | IS-100 | IS-700 | IS-800 | IS-200 or IS-2200 | G0191 |
|---|---|---|---|---|---|---|
| AHJ senior officials and MAC Group/Policy Group members | X | | | | | |
| AHJ senior officials and MAC Group/Policy Group members in jurisdictions needing additional training based on jurisdictional risk or specific interest | X | X | X | X | X | X |

890

# Appendix D.  Glossary

**Authority Having Jurisdiction (AHJ):** An entity that can create and administer processes to qualify, certify, and credential personnel for incident-related positions. AHJs include state, tribal, territorial, and Federal government departments and agencies, training commissions, NGOs, companies, and local organizations such as police, fire, public health, and public works departments.

**Certification:** The process of authoritatively attesting that individuals meet qualifications established as necessary for key incident management functions and that they are, therefore, qualified for specific positions.

**Competency:** An element of a PTB that describes an observable, measurable pattern of knowledge, skills, abilities, or other characteristics necessary to perform a behavior/activity and its associated tasks. A competency specifies what skill set a person must have to complete a task successfully.

**Criteria:** A category within the Job Titles/Position Qualifications that lists the minimum conditions/standards a trainee must meet for qualification.

**Credentialing:** The process of providing documentation that identifies personnel and authenticates/verifies their qualifications for a particular position.

**Emergency Operations Center (EOC):** A facility, temporary or permanent, that a jurisdiction or organization establishes from which to provide centralized and coordinated multiagency support for on-scene incident management.

**Equivalency:** Alternate education, training, or experience that meets the requirements for specific position qualification criteria as the AHJ determines.

**Incident/event complexity:** The level of difficulty, severity, or overall resistance incident management personnel face while trying to manage an incident or event to a successful conclusion, or while managing one type of incident or event compared to another type.

**National Qualification System (NQS):** A set of interoperable qualifications, credentials, and associated processes for the nation's disaster workforce applied across all levels of government and throughout the whole community.

**Position qualifications:** The minimum criteria for individuals to be eligible to fill a specific position.

**Position Task Book (PTB):** A document that describes the minimum competencies, behaviors, and tasks necessary to qualify or recertify for a NIMS position. The PTB documents a trainee's performance of specified tasks.

**Recertification:** A process in which the AHJ determines what training, tasks, or experience an individual must perform or possess in order to requalify for a specific NIMS or AHJ endorsed position.

927    **Qualifying incident/event:** An incident or event that the AHJ determines meets the complexity,
928    time duration, and relevancy criteria for a position, representing sufficient opportunity for an
929    individual to exercise the roles and responsibilities of the position he or she is preparing to fill.

930    **Type:** A measurement assigned to a resource or an incident, based on the minimum capabilities
931    necessary to perform the response function. The capability level is based on size, power, capacity
932    (for equipment), and experience/qualifications (for example, for strike teams). Type 1 requires
933    greater capabilities than Types 2, 3, 4, and so on.

# Appendix E.   List of Abbreviations

934

| | |
|---|---|
| ABIC | Army Basic Instructor Course |
| ADDIE | Analyze, Design, Develop, Implement, and Evaluate |
| AHJ | Authority Having Jurisdiction |
| CDP | Center for Domestic Preparedness |
| CO | Certifying Official |
| COOP | Continuity of Operations |
| DHS | Department of Homeland Security |
| EMI | Emergency Management Institute |
| EMPP | Emergency Management Professional Program |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Center |
| ESF | Emergency Support Function |
| FEMA | Federal Emergency Management Agency |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| HSNTP | Homeland Security National Training Program |
| HSPD | Homeland Security Presidential Directive |
| IAP | Incident Action Plan |
| IC | Incident Commander |
| ICS | Incident Command System |
| IEMC | Integrated Emergency Management Course |
| IMT | Incident Management Team |
| IQS | Incident Qualification System |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| MAC | Multiagency Coordination |

| | |
|---|---|
| NDPC | National Domestic Preparedness Consortium |
| NFA | National Fire Academy |
| NFPA | National Fire Protection Association |
| NGO | Nongovernmental Organization |
| NIMS | National Incident Management System |
| NOFO | Notices of Funding Opportunity |
| NQS | National Qualification System |
| NRF | National Response Framework |
| NTED | National Training and Education Division |
| NTES | National Training and Education System |
| NWCG | National Wildfire Coordinating Group |
| OSHA | Occupational Safety and Health Administration |
| PIO | Public Information Officer |
| PPE | Personal Protective Equipment |
| PSC | Planning Section Chief |
| PTB | Position Task Book |
| QRB | Qualification Review Board |
| RTDC | Responder Training Development Center |
| RTLT | Resource Typing Library Tool |
| SPR | Stakeholder Preparedness Review |
| TEP | Training and Exercise Plan |
| THIRA | Threat and Hazard Identification Risk Assessment |
| TTT | Train-the-Trainer |

935